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1. [redacted] the factory training schools (FZO -- fabrichnoe -- zavodskogo uchilishche) lasted for four years. After four years' experience in addition, a worker was eligible to become a foreman. The training included theory as well as practical training, and took the trainee through various parts of a plant. This system was dropped during the 1930's as too expensive and time-consuming, and was replaced by two-year industrial schools. Beginning in 1940, state labor reserve schools, (fabrichno-zavodskogo obucheniya--FZO schools) were established, which gave two years training for machine-building, and varying lengths of training for other industries. The training in these schools is narrowly specialized and is limited more or less to the operation of one kind of machine. Workers are trained for the third or fourth wage category, semi-skilled. During World War II students were compelled to enter these schools on the basis of quotas assigned to towns and collective farms. Many of the students that I saw were so small the I doubt that they were even fourteen years old. Because of the conditions in the schools and plants, many of the children ran away, but were usually caught and returned
2. Older workers complained of the large number of women and children in the plants. They called the FZO graduates, "machine-tool breakers". The women and older men drawn into industry as replacements during the war, were usually trained for a few months as apprentices.
3. While I consider the training then given by FZO schools insufficient, especially since in many cases the students had previously had barely four years of schooling, I do feel that experience on the job would in time overcome some of the lack of training. In the plant where I was employed, the proportion of FZO graduates among total workers varied from shop to shop, from about 30% to about 50%.
4. Courses are given to raise the qualifications of workers, and although such courses are not necessarily required for promotion, the hope of earning more money serves as one inducement to attend the courses in the evening after work.

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5. In preparation for the evacuation of the plant where I was employed, the personnel were notified a few days in advance that they were mobilized. A few were sent into the army, the rest helped load equipment, and were assigned to accompany equipment to the new site. Most of the employees did not want to leave home, and many hid to avoid evacuation. Only about 2,500 were evacuated of the total of 19,500. Other plants were better prepared for evacuation. The system of deferments for essential work was carefully operated on the whole. Certain categories of specialists who had been mobilized, were demobilized in 1943, although some preferred to stay in the army where the food supply was better.
6. During the war, twelve hour shifts, with one hour for dinner were required, except that those under sixteen years of age only worked eight hours. Engineers who were on salary, not time pay, received no pay for overtime. They had no vacations, and failed to receive the bonus they were supposed to get after the war as compensation.
7. From my observations I should say that on a plant to plant comparison, with the Soviet and German plants having the same equipment, the German plant would produce twice as much as the Soviet plant. On a worker to worker comparison, with the workers having the same level of training, the productivity of the German workers would be less than 20% higher than that of the Soviet worker.
8. "Stroitelny bataliony" - construction battalions - were not used before World War II to my knowledge. During the war, the "stroibat" included those rejected by the army, usually for political reasons. As far as I could see, the "stroibat" existed largely as a control measure, since there were more economical ways of accomplishing the tasks the "stroibat" performed around his plant. However, those in some Ural areas did appear to perform useful work, but I do not believe they were used after World War II.
9. Forced labor was not used in association with free labor in industrial plants. I have heard of some plants that used only forced labor. German PWs were apparently not supposed to be used in industrial production, but special permission was sought in many cases because of the qualifications of the PWs.

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